

**INTERIM MANAGEMENT IN THE EUROPEAN ENVIRONMENT**  
SITE DEVELOPMENT - PRODUCTION RELOCATION - EXTERNAL GROWTH  
CRISIS MANAGEMENT - TECHNICAL OPERATIONAL  
HR - FINANCE - QUALITY MANAGEMENT  
GERMAN - FRENCH - ENGLISH

**Thomas Drosten**

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German nationality, 58 years old.

Married, two children.



**Professional experience**

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- since 09.20      Interim management European and especially German-French environment
- Operational excellence, transformation (technical and HR);
  - Growth Strategy / M&A, Supply Chain, Project Management, Sales;
  - Automotive, aerospace, metal industry, commercial refrigeration and chemical industry;
  - Large structures, SMEs.
- <https://www.cmo-europe.com/>  
<https://www.linkedin.com/company/78451189/admin/>
- since 11.14      Entrepreneur in industry. <https://www.supra-technologies.com/en/>
- Purchase of various small businesses in the field of mechanics, toolmaking and industrial maintenance to form a solid company with culture and strategy and maximum autonomy :
- S.F.O.P. SAS.** December 2014.  
Development and production of individual press tools for the metalworking industry.  
150 customers nationally and regionally.  
Production site restructured.
- SUPRA Technologies S.A.S.** October 2015  
Acquired at the commercial court of Tours after compulsory liquidation.  
Manufacture and distribution of serial press tools for the metalworking industry.  
1200 customers nationally and internationally.  
Production site closed and production relocated.
- 4MMGP S.A.S.** January 2017.  
Manufacture of mechanical components by machining for industrial maintenance.  
50 customers locally and regionally.  
Production site closed and production relocated.

## **Objective :**

Consolidate and optimise the different activities at one production site.

To ensure the coalescence of the different company cultures into a single entity with the aim of creating a learning autonomous organisation.

Consistently work on the following areas:

### **Company management**

- SWOT analysis of the individual structures.
- Creation of a joint strategy and its documentation.
- Moving production from three to one location.
- Creation of the optimal HR structure.
- Building the management team and the company structure.
- Drawing up the investment plan.
- Creating a regular communication
  - Staff
  - Customers, partners (suppliers, banks, ...).
- Establishing a representative and successor as CEO.

### **Distribution**

- Visiting strategic customers and establishing regular communication.
- Establishing and expanding the department and the distribution network
  - Italy, Spain, Finland, Poland, Germany
  - North Africa, Asia (negotiations ongoing),
  - Czech Republic, Slovakia, Austria (planned 2022/23).
- Implementation of a professional enterprise management software.
- Creation of a trilingual interactive website.
- Plan and execute trade fair visits (Hanover, Düsseldorf, Nuremberg, Paris, Lyon).
- Diversification of the customer portfolio especially in the tool sector and maintenance.

Over 20% of new clients in 2020 operate outside France.

Customers include: Bosch, Mercedes, Assa Abloy, Franke, Sylvania, Stow, NIEDAX, Gestamp, 3M, Framatome, Arcelor Mittal, Husqvarna, Lisi, Carrier, Airbus, SNCF, Renault, Zodiac, ...

### **Design - Production - Purchasing - Work preparation**

- Structuring and consolidating departments.
- Working in project structures.
- Large deployment of CAD-CAM.
- Modernisation of the machinery.
- Introduction of computer-aided production management.
- Outsourcing of unprofitable or less profitable activities.
- Achieving economies of scale through supplier optimisation.
- Introduction of a continuous improvement process.

### **Human Resources - Finance and Administration**

- Establishment of a proper staff structure.
- Analysis and optimisation of administrative processes.
- Creation and implementation of a training and development plan.
- Restructuring.
- Making change part of the company culture.

06.14 – 10.14 **Interim manager (MD) for STEICO FRANCE SAS.**

*(France, Germany, Poland)*

**As Managing Director of a French plant with 70 employees, responsible for the production of insulation materials.**

- Guarantor of communication between:
  - the company headquarters in Munich and the French factory,
  - the sales department in France and Germany.
- Establishment of a social dialogue with the workers' representatives in France.
- Global process analysis, creation of indicators for production and QA.
- Comparison of processes in the different plants (France and Poland).
- Drawing up a "To Do" list to stabilise and improve production and quality.
- Introduction of change management.
- Improvement of safety in the workplace.
- Introduction of a cost reduction project.
- Establishment of a representative and successor.

09.07. – 04.14 **MD - Head of Quality and Manufacturing Engineering**

*Carrier UTC (France, Germany, Eastern Europe, Brazil).*

**As Managing Director of a French plant with 165 employees, responsible for the development, production and distribution of refrigerated cabinets.**

**Restructuring of the factory** from mass products to medium and small series of individual high-quality refrigerated cabinets especially for export.

**Cost reduction analysis**

- **Analysis of the existing HC structure.**
  - **Reduction of HC costs by 30% (Company social plan for 50 employees).**
- **Analysis of production and administrative Processes**
  - **Action plan for cost reduction in production and administrative areas.**

**Sales and marketing**

- **Diversification of the client portfolio and activity:**
  - Customer survey, market analysis, design and production of an ecological refrigerated cabinet for the European and French market (project closed refrigerated cabinet "MENEKO"),
  - Design and production of a high-quality stainless steel refrigerated cabinet for export (Marché Fresh project),
  - Relocation of the production of various high-quality furniture from the Czech Republic and Germany to France (project "Ultrafresh"),
  - Analysis and implementation of a "turn key" project with Leclerc for the recycling of old cabinets and the design, construction and installation of new refrigerated cabinets for a supermarket.
- Use the plant as a **marketing and sales tool:**
  - Installation of a permanent "show room".
  - Carrying out sales events
    - Special Customer events,
    - Installation training for installers,
    - instruction and training of sales staff.

## **Human Resources**

- Strengthen internal communication, various projects in human resources:
  - Conducting and evaluating an internal survey on employee satisfaction,
  - Establish and implement an action-plan,
  - Introduce constructive social dialogue with employees and trade unions as well as local institutions.
- Introduce change management as a corporate culture at all levels.

As an **internal interim manager** at UTC responsible for various projects in Europe and Brazil:

- Partial relocation of production from Germany to France,
- Relocation of production from Italy to Hungary, closing the plant in Italy,
- Partial relocation of production from France to the Czech Republic,
- Creation of production standards for the European plants,
- Management of cross-plant and cross-national quality, productivity and maintenance projects,
- Interim MD of a Czech plant,
- Restructuring of a Brazilian plant for refrigerated cabinets,
- Management of a development project in the European development centre for refrigerated cabinets and composites in Mainz - Kostheim (E6 project),
- Interim MD of a French plant for fire extinguishers (SICLI).

Clients: Edeka, Kaufland, Auchan, Carrefour, Système U, Casino, LECLERC, JUMBO, Lidel, Aldi, REWE.

### **01.06 – 09.07 Interim Quality Manager Europe**

*Yazaki Europe LTD Köln (Germany, France, Eastern Europe).*

**As interim QA manager for a Japanese connector manufacturer responsible for the product quality of the suppliers and the plants in Europe and Japan.**

Establishment of an international QA department responsible for development, supplier and end customer quality:

- Recruitment of qualified staff, team building,
- Improving customer satisfaction (quality and communication),
- Establishment of the various sub-departments for
  - plastic injection moulding,
  - cutting, stamping and assembly
  - Auditing and supplier development (CIP).

Clients: Peugeot, Renault – Nissan, VW, Audi, Ford, Land - Rover; Valéo, Molex.

### **06.01 – 12.05 Projectleader – ASTRA / Head of Quality Department**

*Bosch Steering Systems (France, Germany, Spain, Brazil).*

**As project and QA manager for a steering column manufacturer responsible for product quality and development of mechanical and electrical steering columns.**

Project development according to APQP responsible for:

- Quality,
- Delivery reliability,
- Economic efficiency.

Management of a QA department with 33 employees. Responsibility for:

- Human Resources and restructuring,
- Development,
- Production,
- Suppliers.

As **internal interim manager** at Bosch responsible for various strategic projects:

- Relocation of production from Spain to France for Mercedes and TRW, Closure of the plant in Spain,
- QA coordination of the plants in France, Germany, Spain and Brazil,
- Establishment of a Europe-wide complaints management,
- Production set-up ASTRA / ZAFIRA in the Brazilian plant for GM.

Clients: GM – Opel, Vauxhall, Ford, Land – Rover, Jaguar, Peugeot, BMW, Mercedes.

05.99 – 05.01 **Projectleader - ACTROS**

*Visteon Interior Systems France (France, Germany).*

- Overall project responsibility for the development of the first foamed I-panel for a truck (Mercedes).
- Leadership of an international and cross-company project team.
- Responsibility for costs, quality and delivery reliability.

12.97 – 04.99 **Head of Production and Quality.**

*Champenoise de Bois Cintré S.A. France – Mercedes (France, Germany).*

Supplier of precious wood parts for Mercedes-Benz S-, E- and C-Class.

Organisation and optimisation of production. Quality improvement. Guarantor of communication with the German clients in the areas of QA - laboratory, change management, production planning and HR topics.

## **EDUCATION AND STUDIES**

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1997 **Dipl. Lab. Chem. (analytical chemistry)**

*University Duisburg (Germany) and Le Mans (France).*

Analytical chemistry. Polymers.

Diploma thesis on the analysis of crude oil asphaltenes at Anticor Chime & Henkel France.

1992 - 1995 University Le Mans & CNAM (Conservatoire National des Arts et des Métiers).

*Le Mans (France).*

Polymers.

12.89 Abitur (general qualification for university entrance).

01.87 Diploma as chemical laboratory assistant in the field of organometallic chemistry.

Max Planck Institute for Coal Research Mülheim an der Ruhr (Germany).

Various training courses:

Quality (ISO / TS 16949, AMDEC, SPC, MSA, G8D),

Management, Lean Management, Project Management, Value Stream Mapping, (Bosch, Carrier)

Finance (Carrier).

## **Hobbies and honorary posts**

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Sports (running, cycling), literature (German, English, French)

Lecturer at the University of Tours and the CRA association in economics for future entrepreneurs.

Member of the German association DDIM: <https://ddim.de/>

Recommendations to be seen on: <https://www.linkedin.com/in/thomas-drosten-9a361313/>